



## VISION STATEMENT

*"We will establish and maintain an innovative statewide 21<sup>st</sup> century information technology application that aids child welfare stakeholders in assuring the safety, permanency, and well-being of children at risk of abuse and neglect."*

The agile approach to software design and development adopted in November 2015 has fundamentally changed how the Child Welfare Services New System (CWS-NS) Project, hereinafter referred to as "Project", will approach its goal of ensuring the safety, permanency and well-being of California's children. Rather than procuring a single monolithic, one-time solution, we will instead develop and integrate a suite of digital services through which we can deliver continually-improving support and assistance, that will aid state and county workers to effectively engage and assist children and families.

## KEY PROJECT MILESTONES

Milestone	Baseline Finish Date	Actual Finish Date	Status	Notes
Procure Intake Implementation Contract	Dec. 2016	-	In Progress	Proposals are in evaluation
Complete CALS initial user stories (requirements)	Dec. 2016	-	In Progress	Target date to complete is 12/31/16
Procure CALS Development Contract	Dec. 2016	-	In Progress	RFO released Sept. 2016
Procure Technical Platform 2 Contract	Feb. 2017	-	In Development	RFO drafted and in review
Procure IT Service Mgmt Contract	Mar. 2017	-	In Development	SOW in development
Procure Help Desk Support Contract	Mar. 2017	-	In Development	SOW in development
Procure Case Mgmt Development Contract	Mar. 2017	-	In Development	RFO drafted and in review

## BUDGET

The Project FY 2016-17 budget was approved by the Legislature in June.

## PROCUREMENTS / STAFFING

**Intake Implementation:** The proposal responses to the administrative, technical, and cost requirements have been evaluated and the project anticipates moving forward to the negotiation phase.

**Digital Service 2 – CALS (Licensing):** Offers were received from vendors in the Agile Development Pre-Qualified (ADPQ) Vendor Pool. The Project is currently assessing offers and estimated contract execution is in December 2016.

**Tech Platform 2:** This procurement will extend and enhance the existing Technology Platform currently being developed by Taborda Solutions. The Project has completed development of the SOW and it is currently under review by the California Department of Technology (CDT) State Technology Procurement (STP).

**Case Management:** The Case Management digital service will provide state and county staff and managers with a simple and efficient tool for recording, reviewing, and monitoring activities relating to the provisions of child welfare casework. The procurement will leverage the ADPQ Vendor Pool and estimated contract execution is in March 2017.

**DevOps 1 – ITSM:** The development of the Statement of Work (SOW) is in progress. Estimated contract execution is in March 2017.

**DevOps 2 – Help Desk Support:** The project intends to develop a new Service Desk support model that provides quicker response times to user problems, with clear procedures for who to contact when a service is unavailable. Estimated contract execution is in March 2017.

Procurement	Baseline Finish Date	Actual Finish Date	Status	Notes
Stakeholder Communications	June 2016	-	Behind schedule	Project revised procurement and will re-release in December 2016.
Agile Coach II	Jan. 2017	-	On schedule	The SOW is complete and currently under review. Anticipated release is early December 2016 and estimated contract execution is January 2017.
Data Conversion Project Manager	Jan. 2017	-	On schedule	The SOW is complete and currently under review. Anticipated release is early December 2016 and estimated contract execution is January 2017.
Legacy Services 1 – Natural/ADABAS (Formerly FAS/LIS Interface)	Dec. 2016	-	Behind schedule	The SOW is complete and currently under review. Anticipated release is early December 2016 and estimated contract execution is January 2017.
Legacy Services 2 – Dominos/Notes (Formerly FAS/LIS Interface)	Dec. 2016	-	Behind schedule	The SOW is complete and currently under review. Anticipated release is early December 2016 and estimated contract execution is January 2017.
Legacy Services 3 – Scrum Master (Formerly FAS/LIS Interface)	Dec. 2016	-	Behind schedule	The SOW is complete and currently under review. Anticipated release is early December 2016 and estimated contract execution is January 2017.
Legacy Services 4 – C#/VB.Net (Formerly FAS/LIS Interface)	Dec. 2016	-	Behind schedule	The SOW is complete and currently under review. Anticipated release is early December 2016 and estimated contract execution is January 2017.
Intake County Consultant	July 2016	November 2016	Completed	Contract has been executed with Sacramento County.
Licensing County Consultant	Sept. 2016	-	Behind schedule	Candidate identified. Project currently working with county to develop contract.
Case Management County Consultant	Sept. 2016	November 2016	Completed	Contract has been executed with San Francisco County.
Case Management County Consultant	Jan. 2017	-	On schedule	Contract currently at DGS for review and estimated contract execution is January 2017.
Case Management County Consultant (two positions)	Jan. 2017	-	Not started	Project continues to recruit for all vacant county consultant positions.
Platform County Consultant	Jan. 2017	-	Not started	Project continues to recruit for all vacant county consultant positions.
Case Management County Consultant (four positions)	April 2017	-	Not started	Project continues to recruit for all vacant county consultant positions.
Security Consultant	April 2017	-	Not started	Project continues to recruit for all vacant county consultant positions.
Resource Management County Consultant	Oct. 2017	-	Not started	Project continues to recruit for all vacant county consultant positions.
Court Processing County Consultant (two positions)	Oct. 2017	-	Not started	Project continues to recruit for all vacant county consultant positions.
Financial Management County Consultant (two positions)	Apr. 2018	-	Not started	Project continues to recruit for all vacant county consultant positions.
Eligibility County Consultants (two positions)	Apr. 2018	-	Not started	Project continues to recruit for all vacant county consultant positions.

## STAFFING VACANCY

Current Vacancy rate: 12 %

Current Vacancies: 16 of 138 CWDS positions (includes consultant positions)

Entity	Classification/Title	Date Vacant	FFD	# of Days Vacant	Efforts / Notes
OSI-DevOps Engineering	SSS III	04/01/16	07/21/16	243	Revising duty statement for Database Admin.
OSI-Procurement	Sr. ISA / Analyst	11/01/15	10/05/16	395	In process of scheduling interviews
OSI-Procurement	SSA (.5 position)	10/10/16	08/03/16	51	Pending ELT discussion/approval
OSI-BFR	Sr. ISA	04/01/16	08/05/16	243	Difficulty in getting qualified candidates. May need to change class to SISA.
OSI-Bus Svcs	SSM I / Manager	06/24/16	07/21/16	159	Offer made/accepted. 12/12/16 is planned start date.

OSI-Legacy Web	APA	07/25/16	10/21/16	128	Reviewing candidates
OSI-Legacy Web	Student Assistant	09/01/16	Until filled	90	Interviews scheduled
OSI-Legacy Web	Student Assistant	09/01/16	Until filled	90	Interviews scheduled
CDSS-Bus Svcs	OT	06/01/15	09/02/16	548	Pending fingerprint clearance
CDSS-Bus Svcs	OT	09/30/16	10/21/16	61	Reviewing applicants
CDSS-Bus Svcs	AGPA	11/01/16	TBD	30	Revised duty statement, pending HR approval
CDSS-Program/Policy	SSC III	10/15/16	TBD	46	Classification changed to SSC III. Editing duty statement.
CDSS – Program/Policy	SSM II	10/21/16	11/18/16	40	Interviews scheduled
CDSS-CALS	SSM II / Perfm. Analyst	11/30/16	TBD	1	Duty statement in progress
CDSS-Comms	AGPA	07/18/16	10/11/16	135	No viable candidates from interviews. Re-advertising.
CWDA-29	County Consultant / Social Services - Foster Care / Eligibility	07/01/16	Until Filled	152	No viable candidates from interviews. Continuing recruitment efforts.

## RISKS

For this reporting period, there are currently four (4) high priority risks to report.

Risk Description	Impact Description	Response Plan
The contract execution date for the Intake Implementation RFP (II RFP) has been moved out ~5 weeks. This shift will affect the Implementation Team's ability to support the Alpha + releases of the IDS.	Shifting the II RFP execution date by 5+ weeks impacts the State's ability to properly train and prepare the user community to work in the new system. The Intake Core Counties will be the most impacted by this change. The impact will decrease as the project gets closer to the Live date (9/18/2017), but this change may cause counties in the first few releases to opt out and request later releases which would also affect the Implementation Team's ability to support later releases.	The anticipated start was late January. Review cycles were trimmed down and the latest execution date is now early (January 4 <sup>th</sup> ) as per contracts and procurement. The Intake scrum master will work with the Service Manager to review the probability and impact and revise the response plans, if needed.
The current Secure Access Framework (SAF) system does not have the functionality and support the project needs. Lack of functionality to provide authentication and lack of support may impact the schedule and security of the CWS-NS system.	The project may be out of sync with the schedule, security and support as: 1. The project depends on the development of new functionality with SAF and testing. 2. The project depends and relies on the security of the SAF system as any vulnerability and breach can compromise the system. 3. The project depends on SAF for post-implementation support.	The project may have to go with commercial products that provide implementation and support for identity management.
The API team will make changes to mainframe data when new applications are deployed to production.	Potential system outage or broken functionality within the CWS/CMS application. 1. Existing contract requires IBM to support system availability including problems introduced by integrating CWS-NS into the legacy CWS/CMS database. This means they are already contractually required to assist in the triage and repair of issues (data or other) introduced by CWS-NS. 2. A contract amendment will be signed in January 2017 that includes a new "technical support" bucket that will replace the existing interim agreement providing 6000 consulting hours, and removing the cap.	A contract amendment with IBM is being worked on right now and is expected to be signed in January 2017

The 4-6 week delay of Business Rules Extraction and Data Audit contract.	The CWDS Platform vendor (yet to be procured), who will develop an API to LIS and FAS legacy systems, will not have critical information in time to provide the backend support to the CALS frontend development team in time for first release.	Both the Tech and CALS teams need to work with ISD and the BRE contractor to prioritize their focus such that it supplies the platform team with the necessary information to support the CALS release plans and product roadmap in correct priority order.
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## ISSUES

For this reporting period, there are currently three (3) high issues being tracked and managed on the project.

Issue	Impact	Status
CWS-NS IAPD does not describe a SACWIS compliant IV-E Eligibility determination process.	If the State chooses not to do so, the CWS-NS project will receive a reduced level of Federal funding as a non-SACWIS project.	<ul style="list-style-type: none"> <li>• Formed a state/county workgroup comprised of CWS-NS project team members, and staff of OSI's Consortium Management Unit (CMU), representatives of LRS, C-IV, and CalWIN, and affected counties</li> <li>• Conducted workgroup kickoff meeting on May 2016</li> <li>• Conducted workgroup meetings from May through August 2016</li> <li>• Prepared FCED solution specifications template and</li> <li>• Prepared FCED solution evaluation criteria</li> <li>• For review by SAWS consortia staff, to facilitate refinement of cost estimates</li> <li>• Currently conducting a gap analysis to compare current SAWS business processes against the minimum level of automation required to support end-to-end FCED business processes.</li> </ul>
Inconsistent WIFI Connection at Gateway Oaks	Loss of productivity, rework and quality issues.	The vendor (Aruba) to install their system as a trial run before purchasing. We expect this system to fix most of the issues.
Microsoft Credentialing Issue for Outlook for CDSS staff.	Approx. 50 CDSS staff started experiencing this issue when migrated to Office 365. They are unable to perform work and communicate effectively.	Working with CDT on resolution.

## TEAM ACCOMPLISHMENTS

Team Name	Major Accomplishments	Upcoming Milestones
Case Management	<ul style="list-style-type: none"> <li>• Submitted RFO to ACSD</li> <li>• Received approval to award two vendors to start development (March 2017)</li> <li>• Completed Gap analysis for CALS and Intake</li> <li>• Completed stakeholder outreach with CBHDA, foster care eligibility, LA county courts, Santa Clara University, Paxata, and Teen Force</li> </ul>	<ul style="list-style-type: none"> <li>• Continue Persona development</li> <li>• Complete training for business requirements traceability</li> <li>• Begin User Design and Product Strategy research</li> </ul>
Certification, Approval, and Licensing Services (CALs)	<ul style="list-style-type: none"> <li>• Scheduled Core Constituent Kick Off meetings Los Angeles and Orange County (12/8), San Francisco (12/13) and Community Care Licensing Division (12/15)</li> <li>• Identified San Mateo as Core Constituent County</li> </ul>	<ul style="list-style-type: none"> <li>• Draft Product Roadmap in preparation for on-boarding the CALS Vendor</li> <li>• Conduct the first 2-Day Core Constituent training on Agile and User Research</li> </ul>

	<ul style="list-style-type: none"> <li>Completed crosswalk of Facility Inspection BPP and added/refined user stories in Pivotal Tracker</li> </ul>	
Change Configuration Release	<ul style="list-style-type: none"> <li>Delivered Release 8.1 Draft Business Requirements for sizing and cost estimates</li> <li>Started Draft Statement of Work for Release 8.0</li> </ul>	<ul style="list-style-type: none"> <li>Finalize Release 8.1 Business Requirements</li> <li>Acceptance of Release 8.1 Statement of Work and cost estimates</li> </ul>
Stakeholder Relations	<ul style="list-style-type: none"> <li>Released "What is Agile" Training videos, available on YouTube.</li> <li>Posted Project Glossary to our website <a href="http://www.cwda.ca.gov">www.cwda.ca.gov</a></li> <li>Updated website to include CWDS Sprint Review calendar and links to join meetings</li> </ul>	<ul style="list-style-type: none"> <li>Coordinate the announcement of contract awards for Intake Implementation and Licensing</li> </ul>
Data Management	<ul style="list-style-type: none"> <li>Completed review of the deliverables associated with Legacy work authorization 1601 – Conversion Case Assignment clean up</li> <li>Completion of Business Objects BI 4.2 Training session</li> </ul>	<ul style="list-style-type: none"> <li>Execute Fresno County data cleanup. Fresno County is piloting this process</li> </ul>
DevOps Engineering	<ul style="list-style-type: none"> <li>Completed taking ownership of new Amazon Web Services (AWS) account</li> <li>Implemented first integration environment (INT01) in AWS</li> </ul>	<ul style="list-style-type: none"> <li>Complete Lessons learned from INT01 environment</li> </ul>
Interfaces	<ul style="list-style-type: none"> <li>Developed draft Foster Care Eligibility Determination (FCED) charter document</li> <li>Signed off interface data exchange requirements with California Department of Corrections and Rehabilitation (CDCR)</li> <li>Finalized decision to use "Smarty Streets" for address verification services</li> </ul>	<ul style="list-style-type: none"> <li>Conduct Courts Interfaces Kick-Off</li> </ul>
Implementation / Training	<ul style="list-style-type: none"> <li>Conducted evaluations for the Intake Implementation Request for Proposal</li> <li>Developed Draft Organizational Change Management Communications Plan</li> <li>Created initial draft of subsequent Implementation contracts</li> </ul>	<ul style="list-style-type: none"> <li>Create additional Organizational Change Management artifacts</li> <li>Refine subsequent Implementation contract drafts</li> </ul>
Intake	<ul style="list-style-type: none"> <li>Completed User Research site visits for remaining 4 Core Counties</li> <li>Developed a comprehensive list of external systems specific to the Intake Module</li> </ul>	
CWS/CMS (Legacy) Design, Development and Testing	<ul style="list-style-type: none"> <li>Deployed Release 7.5 and 7.5.0 into production</li> <li>Accepted Release 8.0 Project Management Plan, schedule and design document v.1.10</li> </ul>	<ul style="list-style-type: none"> <li>Complete Release 7.5 and 7.5.0</li> <li>Acceptance of Release 8.0 Test Plan v1.0</li> </ul>
PMO	<ul style="list-style-type: none"> <li>Completed initial agile alignment of: <ul style="list-style-type: none"> <li>Change Mgmt Plan</li> <li>Staff HR Mgmt Plan</li> <li>Stakeholder Mgmt Plan</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>Complete initial agile alignment of Test Mgmt Plan</li> </ul>
Program Policy	<ul style="list-style-type: none"> <li>Presented overview on Comprehensive Child Welfare Information System (CCWIS) federal regulations to the CWDS Project</li> <li>Collaborated on development of Release 8.1 business requirements needed to implement Assembly Bill 959 (2015)</li> <li>Completed policy analysis on how the New System should capture race and ethnicity data in a way that meets federal reporting requirements</li> </ul>	<ul style="list-style-type: none"> <li>Prepare to present 2016 State Legislation with impact on CWDS to CWDS Project</li> <li>Participate on the Judicial Council's Assembly Bill 1911 (2016) workgroup</li> </ul>
System Administration / Infrastructure	<ul style="list-style-type: none"> <li>Scheduled Mainframe Disaster Recovery testing with the Data Center June 5-15, 2016.</li> <li>Coordinated the firmware upgrade on the AIX Business Intelligence servers for test and production.</li> <li>Completed final version of the first CICS and DB2 test regions on the legacy</li> </ul>	<ul style="list-style-type: none"> <li>Plan the DB2 UDB upgrade on the AIX Business Intelligence servers</li> <li>Coordinate the completion of the full CICS configuration in the legacy mainframe new systems test regions</li> </ul>

	mainframe for the new systems development team	
Technical Delivery Services	<ul style="list-style-type: none"> <li>Responded to LA County Request – Closing LA Data Center Dec 2017</li> <li>Finalizing annual software procurements for Nov/Dec 2016.</li> <li>Closing out OTech “End of the Cal-Year” numbers for OTech Systems (Mainframe, AIX, Windows) software procurements</li> </ul>	<ul style="list-style-type: none"> <li>Decommission COEX County Servers – Nov 2017 10 of 30 counties remaining</li> <li>Split Networks @ NFW and GWO ETA Dec 15<sup>th</sup></li> <li>Decommissioning OTech NetView and deploying NetCool as the new IBM server health monitoring solution.</li> <li>Complete LA assignment unit move. Moving 25 assignment units, 194 staff, staff caseloads, staff authorities, staff privileges and logon IDs. ETA 3 weeks to complete</li> </ul>
Technical Platform	<ul style="list-style-type: none"> <li>Provided a functioning demo searching documents stored in the legacy database. This capability has not been available in the past, and will be a candidate for first release.</li> <li>Delivered additional functionality to support screening calls</li> </ul>	<ul style="list-style-type: none"> <li>Complete scope and schedule identification for the first release</li> </ul>
Web Management	<p><b>Development Activities</b></p> <ul style="list-style-type: none"> <li>Designed and Implemented new rails website</li> <li>Optimized page load speed of rails site (the new rails site will load 3 times faster than cwds.ca.gov, and 6 times faster than cwscms.osi.ca.gov)</li> </ul> <p><b>Maintenance and Operational Activities</b></p> <ul style="list-style-type: none"> <li>Posted RFA Demo to Training Portal</li> <li>Revised stakeholder feedback form (new functions, fixed bugs)</li> </ul>	<ul style="list-style-type: none"> <li>Complete migration of website</li> <li>Complete plan for Migration of existing User Meta Data from Legacy Site</li> </ul>